



Board of  
Examiners

October 2004

# Update

## Completion of Stages 1 and 2 Evaluation of Applications

On July 29, 2004, the Panel of Judges met to review the results of the Stage 1 Examiner evaluation of written applications for the 2004 Malcolm Baldrige National Quality Award (MBNQA). The Judges selected 34 of 60 organizations to move forward to Stage 2 of the evaluation process, also known as the consensus review stage. Of the applicants, 6 education organizations, 15 health care organizations, 6 manufacturing companies, 4 service companies, and 3 small businesses proceeded to the Stage 2 evaluation.

On September 17, 2004, the Judges met again to determine which organizations would move on to Stage 3 of the evaluation process, also known as the site visit stage. The Judges selected 13 organizations to be site visited by teams of Examiners. Of the applicants, 2 education organizations, 4 health care organizations, 3 manufacturing companies, 2 service companies, and 2 small businesses will proceed to the Stage 3 evaluation, to occur October 16–29, 2004.

## Stage 1 Scores Being Sent to Examiners

For the first time since the inception of the Award Program, Examiners who completed a Stage 1 scorebook but who did not participate in the consensus process will receive Stage 1 scoring data for the applicants they evaluated. This change is aimed at improving scoring by showing Examiners the median score for the applicant and how their scores compare to the other Examiners who evaluated the same applicant. Instructions on how to interpret the data were included.

## Just-in-Time Materials Now Available On-Line for Site Visit Teams

The Examiner Learning Resources page on the Baldrige National Quality Program (BNQP) Web site contains just-in-time information for Site Visit Teams. It offers step-by-step tutorials along with supporting materials designed to help Examiners prepare for and participate in the site visit process. In addition, both the Consensus and Site Visit manuals are available for download in Microsoft Word and PDF formats for further reference. The consensus tutorial and associated resources were available in late July, and the site visit materials were available in mid-September. We encourage you to view the on-line resources at [www.baldrige.nist.gov/Examiner\\_Resources.htm](http://www.baldrige.nist.gov/Examiner_Resources.htm).

## 2004 Improvement Day

BNQP hosted its annual Improvement Day on July 28, 2004, with 40 attendees sharing ideas and suggestions for improvement. Sessions focused on the Criteria for Performance Excellence, proposed changes to the Award process, and other Program processes. In addition to the input provided during Improvement Day, supplemental suggestions were obtained through a call for comments via the BNQP Web site.



We would like to take this opportunity to thank M. Nicheole Amundsen, Linda Bond Thomas, Clif Conner, Sherril Gelmon, Kay Kendall, Mike Langridge, Joe Muzikowski, and Jim Zurn for serving as facilitators for the sessions. Thank you also to the participants and to those who offered suggestions through the call for comments.

BNQP will be reviewing the recommended suggestions and using them to help drive Program improvements during the coming year. Next year's Improvement Day is scheduled for Wednesday, July 27, 2005.

## 2004 Workshop for State and Local Quality Award Programs

More than 40 representatives from 33 programs attended a two-day state and local quality award workshop, July 26–27, 2004, on the campus of the National Institute of Standards and Technology (NIST) in Gaithersburg, MD.



The planning committee, which comprised Anne Cutrumbes (NH), Tom Mauro (CO), and Liz Menzer (WI), developed an agenda using the evaluation results from the 2003 workshop, a survey of state representatives, and discussion at The Quest for Excellence® XVI state and local business meeting.

There were presentations by BNQP Director Harry Hertz on the recently completed Booz Allen Hamilton study of Leadership Attitudes about Baldrige (see article below); American Society for Quality (ASQ) Executive Director/Chief Strategic Officer Paul Borawski on ASQ's study of the economic impact of quality initiatives; and Casey Crane (NH) and Julia Gabaldon (NM) on understanding and using the media. David Spong, immediate past

President of Boeing Aerospace Support, a 2003 Baldrige Award recipient in the service category, provided inspiring remarks on the importance of the state and local organizations.

There were four breakout sessions: (1) university relations (presented by Brian Knight [RI] and Karina Polun [MD]); (2) rolling cycles (presented by Brian Lassiter [MN]); (3) the ASQ role (presented by Ann Lorentz and Paul Borawski); and (4) the judging process (led by Chris Stevens [AZ], with special guests Kay Kendall of the Panel of Judges and Mark Shapiro of the BNQP Award Process Team). Updates were provided on the State and Local Program Web site ([www.networkforexcellence.org](http://www.networkforexcellence.org)) and on the developing State and Local Alliance.

State and local programs serve a national role in promoting learning across the country and disseminating the principles of performance excellence set forth in the Baldrige Criteria. In addition, over the past several years, state and local programs have become a primary source of applicants for the Baldrige Award. In fact, 25 of the last 34 Baldrige Award recipients were also state or local award recipients! In 2003 seven state and local programs were recognized for their contribution to BNQP; their recipients went on to receive the 2003 Baldrige Award.

Kansas, Illinois, California, and Florida were presented with State and Local Appreciation Awards for their role in encouraging their state award recipients to become involved in the Baldrige process. The Kansas Award for Excellence Foundation was recognized for encouraging Boeing Aerospace Support's Wichita site, a 2002 recipient of the Kansas Excellence Award. The Lincoln Foundation for Performance Excellence (IL) was recognized for encouraging Consolidated Community School District 15, a 1999 recipient of the Gold Award for Achievement of Excellence. The California Council for Excellence was recognized for encouraging Boeing Aerospace Support's Southern California site, a 2002 recipient of the Eureka Award. And the Florida Sterling Council was recognized for encouraging Boeing Aerospace Support's Ft. Walton Beach facility, a recipient of the Florida Sterling Award in 2003.

Three other state and local programs that could not attend were also recognized: the Tennessee Center for Performance Excellence for encouraging Caterpillar Financial Services Corporation (U.S.); the Lancaster (PA) Chamber of Commerce and Industry, which encouraged Stoner, Inc.; and the Excellence in Missouri Foundation, home of two 2003 Malcolm Baldrige National Quality Award recipients, Boeing Aerospace Support and Saint Luke's Hospital of Kansas City.

Next year's state and local workshop will be held on Monday and Tuesday, July 25–26, 2005.

leadership

# Update

## Assessment of Leadership Attitudes

In 2003, the Baldrige Program commissioned Booz Allen Hamilton to conduct a study that examined the attitudes and perceptions of senior leaders toward the Malcolm Baldrige National Quality Award and the Baldrige Criteria for Performance Excellence. The organizations included in the assessment ranged from Baldrige Award recipients with the highest level of involvement with the Program to those with little or no Program involvement. In-depth telephone interviews and on-line and telephone surveys were used to collect feedback from senior leaders in these organizations.

The assessment found that, throughout the country, the Baldrige Award enjoys very broad and positive recognition among leaders in each of the Baldrige Award-eligible sectors: manufacturing, service, education, health care, and small business. Over 70 percent of the leaders surveyed among Fortune 1000 companies said they are likely to use the Criteria for Performance Excellence. Approximately 80 percent of respondents who attended the Program's Quest for Excellence XV Conference said their organizations currently use the Criteria for Performance Excellence or intend to do so in the future. In certain sectors, however, leaders' awareness of the Baldrige Award is not as great. For example, in 50 to 80 percent of the education, health care, and small business organizations surveyed, leaders had little or no familiarity with the Criteria for Performance Excellence.

Specifically, nearly one half of education leader respondents (48 percent) had a moderate or high level of familiarity with the Baldrige National Quality Award. About the same percentage (54 percent) of education leader respondents had little or no familiarity with the Criteria for Performance Excellence. The gap between familiarity with the Baldrige Award and the Criteria increases among health care leader respondents (35 percent to 61 percent) and widens further among small business leader respondents (40 percent to 80 percent).

Almost 4 out of 10 (36 percent) of Quest for Excellence respondents reported a high or very high level of success in implementing the Criteria for Performance Excellence in their organizations. About the same percentage (38 percent) rated their success implementing the Criteria as average.

Leaders most familiar and involved with the Baldrige Program suggested that the greatest barriers to organizations applying for the Baldrige Award or using the Criteria for Performance Excellence were the following:

- Lack of familiarity with the Criteria and lack of adequate understanding of the Award
- Perceived complexity and cost of implementing the Criteria and applying for the Award

The final report, complete with all findings, is located on the BNQP Web site at [www.baldrige.nist.gov/Assessment\\_Leadership.htm](http://www.baldrige.nist.gov/Assessment_Leadership.htm).

## 2005 Examiner Application

For 2005, we are again offering an on-line version of the Examiner Application. On November 5, the 2004 members of the Board of Examiners and other applicants from 2004 will receive by e-mail information about how they may access certain portions of last year's application. Using a PIN and password provided via e-mail, these individuals may update or correct their information, accessing it as many times as desired until they submit their 2005 application. New applicants can create an application that they may continue to access until they choose to formally submit.

For those who do not wish to submit their information on-line, the PDF version of the application will be available, as in years past, for downloading at [www.baldrige.nist.gov](http://www.baldrige.nist.gov). The application booklet will not be printed in 2005.

The 2005 Examiner application will be available from November 5, 2004 to January 5, 2005. The on-line version must be submitted by January 5, 2005, and paper copies must be postmarked no later than January 5, 2005.

To ensure you receive your PIN and password, please inform the Baldrige office by e-mailing [kimberly.lowery@nist.gov](mailto:kimberly.lowery@nist.gov) any change to your contact information, especially changes to your e-mail address. Please ensure your e-mail address remains current in case your PIN and password are lost and need to be reissued to you.

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## **Put on Your Ambassador Hats and Help Recruit Examiners for the 2005 Board**

We are already starting to recruit for the 2005 Board of Examiners, and we can use your help. Every year, word of mouth is our most effective recruitment strategy. So if you know of anyone who would make a good MBNQA Examiner, please encourage him or her to apply.

To assist in your recruitment efforts, we will be sending you an e-mail message in early November to share with colleagues. The e-mail will include a link to our on-line brochure and application. You also may request hard copies of our "Get On Board" recruitment brochure at any time by contacting BNQP Customer Service at (301) 975-2036. The brochure provides a good overview on the benefits of being an Examiner and serves as a useful recruitment tool at conferences and other speaking engagements. We encourage you to take copies of the brochure with you to all of the outreach events that you participate in this Fall.

As always, Criteria Category coverage and balance are important factors in maintaining a strong Board of Examiners. We seek to ensure broad representation from many industries, companies, and organizations, including those from the nonprofit and public sectors. We are particularly interested in attracting physician applicants and applicants with finance, food manufacturing, utilities, nonprofit (including charities and government organizations), and senior management experience.

Your support and promotion of the Program are greatly appreciated and are an important way to spread the word about this wonderful opportunity. Thanks in advance for your help with our recruitment efforts this year.

## **Examiners Save \$40,000+**

The Program wishes to thank Examiners for their cooperation and patience during Examiner training 2004, when the official hotel became the Hilton Washington DC North. The Hilton, which is located near the NIST campus, offered us a much more competitive rate (\$105 per night). The Hilton also charged us less for the Wednesday evening dinners. As a result, we estimate that the Foundation saved more than \$40,000, which enabled us to partially offset the cost associated with increasing the size of the board.

## **Baldrige Office and Examiners on the Road**

Members of the Baldrige staff frequently address a number of different conferences and assist with celebrations associated with presenting state and local program awards. For example, our most recent state and local award event was the Virginia Forum for Excellence. Recent conferences where we have spoken include the National Academy Foundation, the American Hospital Association (AHA) and Health Forum Leadership Summit, the Quality Colloquium at Harvard University, and our own Regional Conferences in Oak Brook/Chicago, IL and San Antonio, TX. Upcoming events where we are exhibiting include the National Quality in Education Conference in Rosemont, IL and the Institute for Healthcare Improvement (IHI) National Forum on Quality Improvement in Health Care in Orlando, FL. Recently, we were assisted at the National Association of College and University Business Officers National Meeting in Milwaukee by a number of key Program supporters—a hearty "thank you" to Julie Furst-Bowe, Steve Hoisington, Ray Idiculla, Peter LaBonte, and Liz Menzer. Keep track of future events where BNQP will be presenting or exhibiting at [www.baldrige.nist.gov/BNQP\\_Exhibit\\_Schedule.htm](http://www.baldrige.nist.gov/BNQP_Exhibit_Schedule.htm).

## **Examiners As Ambassadors**

The following Examiners or former Examiners reported outreach efforts between early April and early August: Len Deneault, Jane Rada, and Brian Zmolek.

In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach materials: Richard Alonso, Michael Flanagan, Barry Johnson, David Klater, Miriam Kmetzo, Mike Langridge (2), Tom Mauro (2), Sharon Muret-Wagstaff, Paul Rasp, Denise Shields, John and Tina Shoemaker,

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Bob Stearns, Rosemary Stocky, Mike Strong, Frank Toda (2), Richard Vesely (2), and John Vinyard. We thank all of these ambassadors for their outreach activities on behalf of the Program. We also wish to acknowledge Carl Nelson for writing three book reviews and mentioning the Baldrige National Quality Program in his review article. And we acknowledge John Latham and John Vinyard who have written the "Baldrige User's Guide: Organization Diagnosis, Design, and Transformation" to great reviews.

If you have conducted outreach efforts on behalf of the Program or written about the Program or the Criteria and wish to be recognized, please report your activities to our Outreach and Communications Team via fax at (301) 948-3716 or e-mail [nqp@nist.gov](mailto:nqp@nist.gov).

## **The Quest For Excellence® XVII**

The official conference of the Malcolm Baldrige National Quality Award, The Quest for Excellence® (QE) XVII, will be held April 10–13, 2005, at the Marriott Wardman Park Hotel in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with worldwide leaders in business, education, health care, and nonprofit organizations. QE XVII will showcase the 2004 Baldrige Award recipients.

To request registration information, call ASQ at (800) 248-1946 or e-mail [asq@asq.org](mailto:asq@asq.org). As the conference approaches, complete information, including on-line registration, will be available at [www.baldrige.nist.gov](http://www.baldrige.nist.gov).

NIST, ASQ, and the American Society for Training and Development (ASTD) cosponsor the conference.

## **New CEO Issue Sheet on Ethics**

BNQP recently published its seventh CEO Issue Sheet, "Baldrige: Ethics—A Strategic Imperative." All organizations face ethical challenges today along with the considerations of profit and loss and managing budgets. In this latest CEO Issue Sheet, five 2003 Baldrige Award recipients—Baptist Hospital, Inc.; Caterpillar Financial Services Corporation (U.S.); Community Consolidated School District 15; Medrad, Inc.; and Stoner, Inc.—share some of their approaches to maintaining an ethical workplace, modeling and sustaining ethical behavior, upholding their social responsibility, and ensuring ethical and fiscal accountability.

You may find that this document and other materials can help you spread the word to new audiences. Copies of the CEO Issue Sheet or other materials can be obtained by calling our Customer Service desk at (301) 975-2036 or e-mailing [nqp@nist.gov](mailto:nqp@nist.gov).

## **2004 Case Study Packet Now Available**

The 2004 Case Study Packet is now available on the Baldrige Web site at [www.baldrige.nist.gov/Sandy\\_Hill.htm](http://www.baldrige.nist.gov/Sandy_Hill.htm). In addition to the "Sandy Hill School District Case Study," the packet includes an "Executive Summary," the "Sandy Hill School District Scorebook," the "Sandy Hill School District Feedback Report," and the "Handbook for the Board of Examiners." In addition to their use in Examiner training, Case Study Packet materials are used by state and local quality award programs, organizations doing self-assessments, and potential Award applicants. These tools, used in conjunction with the "2004 Education Criteria for Performance Excellence" and the "Scorebook for Business, Education, and Health Care," illustrate the Award application and review process.

## **2005 Baldrige Process Calendar Posted**

To plan for the upcoming year, key dates in the 2005 Baldrige Award process are posted on the Baldrige Web site at [www.baldrige.nist.gov/Calendar.htm](http://www.baldrige.nist.gov/Calendar.htm).

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## Outreach Materials Available

BNQP's Outreach and Communications Team has outreach materials available for you to use and distribute. The following materials are available:

- CEO Issue Sheets
  - "Baldrige: Business/Education Partnerships Are Working Well"
  - "Baldrige, ISO, and Six Sigma: Understanding Your Options"
  - "Baldrige: For Hiring and Keeping the Best Employees"
  - "Baldrige: Recognizing Role Model Practices of World Class Organizations"
- Videos
  - QE XV (VHS format)
  - "Take the Journey: A Baldrige Invitation to Small Business" (VHS and CD formats)
  - QE XIII (CD format)

To obtain copies, please contact Customer Service at (301) 975-2036 or [nqp@nist.gov](mailto:nqp@nist.gov).

## Staff News—NIST

**Janet Juras**, a writer/editor with the Publications Management Team, will be retiring from the government on September 30, 2004. Jan has been with the Baldrige Program for 15 years and has established a benchmark of excellence for the production of Program materials. For many years, Jan applied her professional editorial expertise to many of the written materials for the Program. As the Baldrige Program expanded its writer/editor staff, Jan has shared her knowledge and expertise by serving as a mentor and advisor.

Jan also has served as the editor of "Update." She says, "As editor of 'Update,' I have felt like your pen pal when we've sent out the newsletter. 'Update' is truly a team production, and I am so privileged to work with outstanding reporters and other key players from each team in this endeavor. I will miss the fun collaborations as well as the stimulating work in the Baldrige Program, which has done so much for organizations across the nation."

Jan was recognized for her many contributions to the program with a Department of Commerce Bronze Medal Award for Superior Federal Service in December 1999 and the George Uriano Award for her outstanding contributions to the Baldrige team environment in November 2000. Although we are excited for Jan as she moves into a new chapter of life, she will be sorely missed! Jan's positive attitude, smiles, commitment, and dedication to BNQP will leave an everlasting impression on the Program. We wish her much success during retirement!

**Leo Grassi** of the Examiner and Staff Development Team left BNQP on September 17, 2004, after nearly a year with the Program. Leo helped outline a vision for BNQP's distance learning initiative and developed the Program's first self-directed, electronic course for new Examiners. He also supported a number of Program projects and events, such as Examiner Training, Improvement Day, and the Award Recognition Ceremony.

Leo will be employed as an Instructional Systems Specialist by the U.S. Navy's Medical Education and Training Command, located at the Naval Hospital in Bethesda, MD. There he will develop curriculum and integrate learning technology for operational personnel in the medical field. The Program is grateful for his contributions in the area of e-learning and wishes him continued success!

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## Staff News—ASQ

In June 2004, ASQ Baldrige Contract Administration greeted new staff member Tiffany Morgan. Tiffany has been employed with ASQ since October 2003 in the Customer Care workgroup. Tiffany brings seven years' direct customer service experience to the Administration to aid in her role as Baldrige Project Coordinator. Tiffany will be supporting the Award process cycle through various assignments and handling Baldrige Award-related questions at ASQ. She can be reached through the Examiner's Hotline number, (414) 765-7205, or toll-free at (800) 248-1946, ext. 7610.

**Update** The official newsletter for the Board of  
Examiners of the Malcolm Baldrige  
National Quality Award

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This Malcolm Baldrige National Quality Award  
newsletter is published on an as-needed basis.